TORONTO PUBLIC LIBRARY

STAFF REPORT
INFORMATION ONLY

10.

Branch Staffing Model Update

Date:	July 28, 2014
To:	Budget Committee
From:	Acting City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board Budget Committee with updated information on the Branch Staffing Model, including the full-time equivalent (FTE) count for each branch, as requested at its April 17, 2014 meeting.

FINANCIAL IMPACT

This report has no financial impact.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

At its April 17, 2014 meeting, the Budget Committee adopted a number of motions regarding the 2015 Operating Budget Outlook, including the following:

"requests staff to provide an updated Branch Staffing Model and an explanation of any changes made to the model since 2011, including the FTE count for each branch."

ISSUE BACKGROUND

Since 2011, there have been a number of staffing changes at Toronto Public Library. The number of staff in the branches and the Research and Reference libraries decreased by 68.3 FTE as a result of the Voluntary Separation Program in 2012. A further reduction of 4.5 FTE was made in the branches in 2013. At the Toronto Reference Library, the departments were reconfigured in 2013 to address changing service needs. In 2014, staff were added to expand open hours (4 FTE) and open new branches (10 FTE at Fort York and 10 FTE at Scarborough Civic Centre). Staffing changes were also made to support the opening of Digital Innovation Hubs at the Toronto Reference Library and Fort York with a third to open at the Scarborough Civic Centre in late 2014/early 2015. As well, 297.5 open hours per

week have been added since 2007 without any increase in staffing. Staffing levels continue to be service driven and reflect the service levels as outlined in the Service Delivery Model.

COMMENTS
Service Delivery Model
Toronto Public Library's Service Delivery Model provides guidelines for service levels. The model includes four tiers of service: neighbourhood, district, research and reference branches and services that are not site or location specific, including the virtual branch and home library and literacy services. These tiers form a dynamic continuum of service delivery and multiple points of entry.

Branch Services:
- The First Tier: 80 Neighbourhood Libraries provide collections, information services and programs, which meet many of the needs of the immediate community. There are three types of neighbourhood branches categorized by their size and services, with new or recently renovated locations designed to support efficient operations.
- The Second Tier: 17 District Libraries offer extensive informational and recreational collections, information services and programs, which meet the needs of a larger geographic area. District branches provide service support and are administrative centres for groups of neighbourhood branches. They are typically large, multi-floor buildings.
- The Third Tier: two Research and Reference Libraries provide comprehensive and specialized collections and services with an emphasis on access to and preservation of a broad range of information resources. This tier supports the provision of centralized and unique service development and delivery. In addition, it provides physical and technology infrastructure that supports large numbers of users from across the city.

Non-Branch Services:
- The Fourth Tier: Electronic and City-wide services are not branch or location dependent, but are offered through remote access or alternate modes of service delivery.

Public Service Staffing Responsibilities
Public services activities in the branches are delivered by staff in a number of different job descriptions. Four of the key positions are librarians, supervisors, public service assistants and pages. A high level summary of each of these positions is provided below.

Librarians' activities primarily focus on providing direct public service. Librarians provide information services, including one-on-one Book-a-Librarian sessions and support for digital e-reading devices and e-content. They plan and conduct user education training and lifelong learning programs for all ages, including digital innovation and maker programs. The promotion of literacy and reading is another focus, with a particular emphasis on early childhood. Middle childhood and youth programming supports learning. Librarians conduct community outreach and engagement activities. Typically librarians spend 60% - 70% of their time working on a public service desk and providing roving reference assistance. As well, librarians participate in collection development, selection and weeding. In some

Research and Reference departments, librarians are also involved in cataloguing, indexing and digitization.

Public Service Assistants carry out all tasks related to the circulation and maintenance of materials and other related clerical functions. They provide direct public service in the area of circulation and general library services for 60% - 70% of their time. They also perform behind the scenes support for circulation, including processing holds and checking in materials.

Pages are primarily focussed on sorting, shelving, shelf reading, and packing and unpacking library materials.

Supervisors participate in the activities described above as well as having additional responsibilities for administering the delivery of public service and providing training and leadership to their staff team. This includes monitoring workflow, scheduling, and work direction. Supervisors also have responsibility for helping to maintain a safe and welcoming environment for both the public and staff. They spend a smaller proportion of their working day on a service desk.

Branch Libraries Staffing Requirements

There are 97 branch libraries and a 98th will open in late 2014/early 2015. As of May 31, 2014, 1,494 staff, including pages, work in the branch libraries, of whom 1,465 are members of the bargaining unit. This represents a total of 1,015.33 FTE in the bargaining unit. The ratio of management to staff is 1 to 50. All members of the bargaining unit are involved in the direct delivery of service to the public. The FTE count for each branch appears in Attachment 1. The branches are grouped by tier and by type of neighbourhood branch. Neighbourhood 1 branches are the largest and offer the broadest range of services.

Approximately 30% of staff is part-time (excluding pages). This allows flexibility in scheduling staff to meet peak busy hours. Part-timers can also be offered extra hours during staff shortages resulting from illnesses, vacation etc.

Factors taken into account when determining staff levels in individual branches include the activity level per open hour statistics presented in Attachment 1. This figure is comprised of visits, in-branch check-outs and renewals, in-library use, information requests, programme attendance and workstation users. Other factors considered include service tier, community needs, open hours, and the size and layout of the facility. As well, there is work that is not captured in the activity level statistics, including collections maintenance and outreach and community engagement. More details about staffing levels for public service staff and for pages follow.

Public Service Staffing Requirements

The following factors are taken into consideration in allocating staff resources:

- base number of staff to operate a branch with a given number of hours and staff service points;
- activity levels;
- service level, e.g. district, neighbourhood; and
- strategic plan initiatives, unique characteristics of local communities and specialized services, including digital innovation hubs and Leading to Reading.

There is an ongoing assessment process for individual branch complements. Adjustments are made to meet changing service requirements that reflect strategic plan initiatives and branch activity levels. New services and activities are taken into account, including digital innovation hubs and maker programs; early and middle childhood and youth initiatives; older adults initiatives; and roving and Book-a-Librarian. Local issues such as proximity to a Neighbourhood Improvement Area may also impact the size of individual branch complements.

Representative organization charts for district and neighbourhood branches can be found in Attachment 2, which are unchanged since the last report to the Board, although the numbers of staff may have fluctuated.

Page Staffing Requirements

- pages are in the majority youth hired from local neighbourhoods. Page positions are part-time;
- page hours are based on the amount of page work to be accomplished in each branch. The primary measures of page work are sorting, shelving, shelf reading, and packing and unpacking library materials;
- other factors considered include size of location, number of floors, large multilingual collections.

Research and Reference Libraries Staffing Requirements

The Research and Reference tier is comprised of two libraries: the Toronto Reference Library (TRL), the North York Central Library (NYCL) and two special collections - the Merril Collection of Science Fiction, Speculation & Fantasy, and the Osborne Collection of Early Children's Books, both departments of TRL, but located in the Lillian H. Smith District branch. TRL and NYCL are TPL's largest and busiest libraries delivering service out of six and seven storey buildings respectively. As of May 31, 2014, 320 staff work in Research and Reference Libraries of whom 312 are members of the bargaining unit (255.63 FTEs). The ratio of management to staff is 1 to 39. All bargaining unit employees are involved in the direct or indirect delivery of service to the public. The FTE count for each department appears in Attachment 1.

Approximately 22% of the division's staff are part-time (excluding pages): 17% at TRL and 30% at NYCL.

While the varying roles and specialized services assigned to the Research and Reference tier do not allow for a single approach to determine staffing levels across all departments, there are a number of consistent factors considered when allocating staff to the individual departments: activity levels, hours of operation, and public service points. The activity level per open hour statistics are presented in Attachment 1 and are comprised of visits, in-library check-outs and renewals, in-library use, information requests, programme attendance and workstation users. Additional considerations for setting staffing levels are described in the section below.

Public Service Staffing Requirements
The Research and Reference tier delivers three very different types of services, each with unique staffing requirements. Large and small subject-based departments are responsible for delivering information and research assistance to the public and for maintaining extensive collections. Circulation departments are responsible for carrying out very large numbers of customer transactions that include library registrations, circulation and holds. A significant number of departments provide specialized or centralized system-wide services to limit redundancy and maximize efficiency. Since these services are very different, it is not possible to maintain a consistent approach to determining staffing requirements across all departments. A base level of staff to operate the department across the service week is maintained in all cases. Additional staff may be assigned according to the varying responsibilities associated with designated service priorities. These may include:

- level of public service activity (information requests, computer use, circulation, holds and collection size);
- volume and complexity of collection development and maintenance;
- retrieving library items from closed stacks for use in-library (e.g. 75% of TRL's collection is not available on public shelving);
- programming and event planning;
- user education, computer training and curriculum support through student research training and class visits;
- support for website and content development; and
- specialized service delivery requirements in unique or system-wide support departments.

These form the core elements in determining staffing levels. Other specialized responsibilities that fall to individual departments are measured according to requirements of the task and service expectations. Examples include the number of interlibrary loans requests; the number of inquiries to Answerline; and the annual digital production targets. Assessment and balancing of staffing levels is ongoing and takes into consideration strategic plan objectives, the introduction of new digital services such as the Digital Innovation Hub, the Asquith Press and the increasing emphasis on creating digital content, activity levels and departmental service targets. This will ensure the appropriate level of staff is maintained to meet current service needs and the introduction of new services, e.g. digital innovation.

Page Staffing Requirements
There is a total of 24.94 page FTEs in the Research and Reference tier. Their work focus and assignment to departments is similar to the branch tier as described above.

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SIGNATURE

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ATTACHMENTS

Attachment 1:   Branch/Department Staffing
Attachment 2:   Representative Organization Charts